MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2022/2023

DHR5014 – HUMAN RESOURCE MANAGEMENT

(Diploma Students Only)

06 OCTOBER 2023
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 4 pages.
2. Attempt **ALL** questions. The distribution of the marks for each question is given.
3. Please write your answers in the Answer Booklet provided.

STRUCTURED QUESTIONS [100 Marks]

QUESTION 1

(a) Briefly explain **SIX (6)** human resource management responsibilities of a line manager. (6 marks)

(b) State and explain **FOUR (4)** types of digital technologies that are driving human resource professionals to automation. (8 marks)

(c) State and describe **THREE (3)** types of levers that a human resource manager can apply to lead the employee performance initiatives within an organisation. (6 marks)

(Total: 20 marks)

QUESTION 2

(a) List **FOUR (4)** types of information that a supervisor or human resource specialist can collect through a job analysis. Give **ONE (1)** example for each. (8 marks)

(b) State and explain **THREE (3)** methods of collecting job analysis information. (6 marks)

(c) List **THREE (3)** elements of an ideal competency statement. Give **ONE (1)** example for each. (6 marks)

(Total: 20 marks)

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QUESTION 3

You are the HR manager of a multinational company. In the future, your company plans to expand its operations to new regions. Your department is responsible for forecasting the future demand for employees in different departments across all regions. You must also develop workforce plans for the company's top positions. The CEO of your company expects to recruit a diverse workforce to enhance organisational creativity and innovation.

Scenario 1

(a) Based on Scenario 1 above, list and describe **FOUR (4)** employee forecasting techniques that can assist your department in predicting the future workforce needs for your company. (8 marks)

(b) Briefly describe the **THREE (3)** steps you would take to develop workforce plans for the company's top positions. State the name of the planning. (4 marks)

(c) State **FIVE (5)** ways to recruit a diverse workforce to meet the expectations of your company's CEO. (5 marks)

(d) List **THREE (3)** recruitment strategies that you would use to attract external candidates. (3 marks)

(Total: 20 marks)

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QUESTION 4

Elsa is a marketing manager in Triz Sdn. Bhd., a medium-sized software development company. The company has recently implemented a new performance appraisal system. One of Elsa's employees, Sven, received a below-average rating in his performance appraisal. Sven believes that his supervisor, Elsa has been biased in evaluating his performance due to personal differences. He requests a review of his performance appraisal. Elsa immediately arranged for an appraisal interview with Sven the next day.

Scenario 2

(a) Based on Scenario 2 above, state and explain **FOUR (4)** guidelines that Elsa should follow in conducting the appraisal interview with Sven. (8 marks)

(b) Suppose the new performance appraisal system stated in Scenario 2 has a problem. Suggest **FOUR (4)** traditional performance appraisal tools that Triz Sdn. Bhd. can use to evaluate its employees' performances. (4 marks)

(c) According to Scenario 2, relying only on supervisor's appraisal may lead to a biased evaluation of performance. State and explain **FOUR (4)** other options that the human resource department of Triz Sdn. Bhd. can offer to do the appraisal of its employees. (8 marks)

(Total: 20 marks)

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QUESTION 5

Nizam is the HR manager of a retail outlet. Based on his observation, most employees in his firm are not performing at their best. Despite offering attractive salary, bonuses, and benefits, they tend to exhibit the "I don't care" attitude and do not take their responsibilities seriously. He knows that this situation will surely get out of control if no immediate action is taken. He called for a discussion with all line managers. As a result, Nizam identified the following problems: employees are bored with their routine tasks, feel their rewards do not match with their personal goals, and a few are not concerned about promotion or increment, therefore always perform poorly, and involved in disciplinary issues.

Scenario 3

(a) State and explain **THREE (3)** major contributions to pay for performance by Fredrick Taylor in the late 1800s. (6 marks)

(b) Based on Scenario 3 above, suggest **THREE (3)** motivational theories that Nizam can use to design the incentive plans for his employees so that they will perform better. Support your answer with evidence from the scenario. (9 marks)

(c) List **FIVE (5)** social recognition and related positive reinforcements that Nizam and other line managers can use to motivate their employees. (5 marks)

(Total: 20 marks)

End of Paper